



**Loddon Mallee
Waste and Resource Recovery Group**



**Loddon Mallee Waste and Resource Recovery
Group
Business Plan
2019/20 to 2021/22**

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Chair's Message

On behalf of the Board and staff I am pleased to present the Loddon Mallee Waste and Resource Recovery Group (Loddon Mallee WRRG) Business Plan for 2019-20 to 2021-22.

In November 2018, the Loddon Mallee WRRG Board (the Board) arranged a strategic planning and stakeholder engagement session in Mildura. We were gratified to see representatives from local councils, the Department of Environment, Land, Water and Planning (DELWP), Loddon Mallee WRRG staff and Board members and the waste and resource recovery industry keen to discuss the current and future challenges we face and how we may be able to provide solutions for our region together.

Following on from the combined strategic session and taking into consideration the knowledge that the Victorian State government is developing a circular economy policy, the Board held a further workshop to refine our strategy to more clearly define our vision, purpose and principles and determine the best ways to measure our progress towards long term targets set out in the Loddon Mallee Regional Waste and Resource Recovery Implementation Plan (RWRRIP).

Since the inception of our last business plan, the Loddon Mallee WRRG has delivered on actions in the Loddon Mallee Regional Organics Strategy. This work will assist our communities, businesses and councils to minimise organic waste in the first place but then improve the recycling and recovery rates wherever possible. It has provided some of the background to the modifications to our strategies and business (strategic) plan.

Throughout 2018-19, we held workshops and forums targeting particular groups. As these continue to be well received, we will provide them again in 2019-20.

As the work on the National Waste Policy and the Victorian State Recycling Industry Task Force actions progresses, we will monitor and adapt our programmes and services to ensure we are focusing on the priority areas identified.

Further kerbside recycling collection disruptions occurred in 2019. We will continue to work with our communities, councils, Portfolio partners and industry to find longer-term solutions to the many challenges that have been identified. Our future work will be guided by the Victorian State Government's Recycling Industry Strategic Plan.

Our vision to have a circular economy in the region is bold, but we believe, through the leadership of our organisation, that we can assist all in the region to always consider the circular economy in any solutions they have to reducing waste and improving resource recovery.

Our region will always face the challenge of long distances and dispersed populations, which is why many bespoke solutions will need to be designed and creating new partnerships is an essential role of the Group.

I would like to thank prior Board members whose term of appointment concluded last year and welcome new Board members who have commenced or returned, and those who will soon be appointed.

I look forward to working with staff, the Board and all our community, local government and industry partners in reducing waste sent to landfill, the increase of resource reuse and recycling, and the movement towards a circular economy.



Director Jennifer Anderson
Chair
Loddon Mallee Waste and Resource Recovery Group

1. Introduction

Of Victoria's seven Waste and Resource Recovery Groups, the Loddon Mallee WRRG covers the largest geographical area. Within the region are the Municipalities of the City of Greater Bendigo, Buloke Shire Council, Gannawarra Shire Council, Loddon Shire Council, Macedon Ranges Shire Council, Mildura Rural City Council, Mount Alexander Shire Council and Swan Hill Rural City Council.

The region has a population of approximately 274,000 people (4% of the Victorian population) and covers approximately quarter of the state of Victoria with a total land area of 53,023 km².

The region is noted for its regional/rural agricultural industries. Loddon Mallee has a growing economy in tourism, viticulture, equine, horticulture, crops, cattle, manufacturing and wool production. As a major food producing area, the region is also home to a vibrant manufacturing and service sector.

Agriculture is a mainstay of the region, with approximately 70% of land in the region used for this purpose. Loddon Mallee is a major food producer and exporter of produce including grapes, grains, citrus, almonds, chickens and pigs.

This Business Plan of the Loddon Mallee WRRG sets directions and priorities in the context of broader Victorian Government waste policies and strategies. It identifies the challenges and opportunities for waste management and resource recovery in the Loddon Mallee region by working in partnership with government authorities, the resource recovery and waste sectors, business and our community.

The major focus of work for the Loddon Mallee WRRG for the next twelve months will be:

- 1) leading change - by enabling the development and management of relationships and partnerships, building capacity and facilitating change in waste and resource recovery activities (refer to section 5.4).
- 2) improve knowledge of data, resources and markets – by enabling a planned approach to knowledge and data measurement (refer to section 5.5); and
- 3) reducing organic material to landfill – by facilitating solutions to divert organic materials from landfill to beneficial use and achieve Loddon Mallee Regional Organics Strategy's vision of zero organics to landfill by 2025 (refer to section 5.6).

We have clear, proactive plans to engage with key sectors and organisations to bring about changes to short and long-term waste and resource recovery for a more resilient and sustainable economy and environment as we work towards achieving a circular economy.

This plan is a three year rolling business plan for the period 2019/20 to 2021/22 and reinforces the Loddon Mallee's strategic role in planning, facilitating and co-ordinating waste minimisation, management and resource recovery activities on behalf of councils, businesses and our communities.

The Loddon Mallee WRRG will also continue to look for ways to operate more efficiently and effectively through collaboration with industry, shared services and streamlined processes. The Loddon Mallee WRRG is working closely with other waste and resource recovery groups (WRRGs) to implement shared services arrangements.

2. The Loddon Mallee Waste and Resource Recovery Group

The Loddon Mallee WRRG is a statutory authority established under the *Environment Protection Act 1970* (the EP Act). The organisation commenced operating on the 1 August 2014.

The Loddon Mallee WRRG is the link between state, local governments, community and industry and is responsible for facilitating a coordinated approach to the planning and delivery of infrastructure and services for all waste streams, municipal solid waste (MSW), commercial and industrial waste (C&I) and construction and demolition waste (C&D).

The organisation has four offices, located at Bendigo, Mildura, Wedderburn and Woodend to service the region which extends from Mildura Rural City Council in the North West to Macedon Ranges Shire Council in the South East.

The Region's eight councils are:

- City of Greater Bendigo
- Buloke Shire Council
- Gannawarra Shire Council
- Loddon Shire Council
- Macedon Ranges Shire Council
- Mildura Rural City Council
- Mount Alexander Shire Council
- Swan Hill Rural City Council

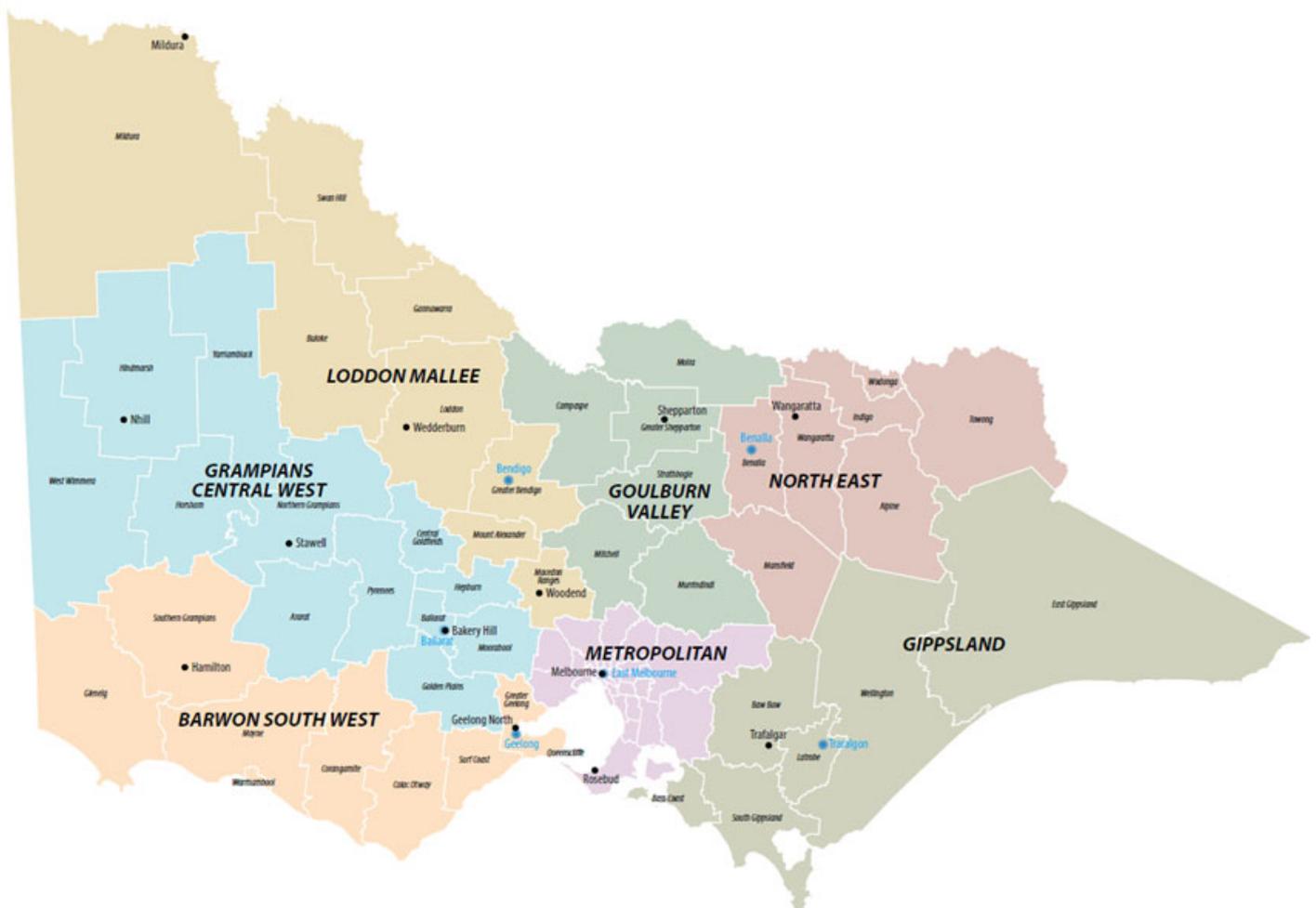


Figure 1: Map of Victorian WRRGs

The projected 2018 and 2022 population figures and square km of each Member Council are presented in table below.

	2018¹ Population	2022¹ Population	Square km
City of Greater Bendigo	114,924	123,927	2,987
Buloke Shire Council	5,702	5,456	8,004
Gannawarra Shire Council	9,733	9,419	3,732
Loddon Shire Council	7,194	7,019	6,694
Macedon Ranges Shire Council	47,426	50,358	1,747
Mildura Rural City Council	54,046	55,668	22,214
Mount Alexander Shire Council	18,453	18,830	1,529
Swan Hill Rural City Council	20,383	20,459	6,116
TOTAL	277,861	291,136	53,023

Table 1:

¹ Source: Victorian in Future 2016 – Population and Household Projections to 2031, Department of Environment, Land, Water and Planning

In the Loddon Mallee region, there are shifting population projections for different local government areas. The 2018 population is expected to grow by 8% in Greater Bendigo and by 6% in Macedon Ranges. There are also increased projections of 3% in Mildura and 2% in Mount Alexander Shire and 0.4% in Swan Hill Rural City Councils. Declining populations are predicted for Buloke, Gannawarra and Loddon Council areas. Overall the population for the Loddon Mallee region is expected to increase by 4.8% by 2022.

2.1 Our Vision

Our region is a recognised leader in shifting to a more circular economy.

2.2 Purpose

Building partnerships between State and local government, business and community to educate, influence and enable a more circular economy.

2.3 Principles

Underpinning everything Loddon Mallee WRRG does:

- Shifting to a more circular economy is the priority in all we do
- Collaboration is essential
- Waste is repositioned as a resource
- Prioritisation of activities with the most impact
- Education is the key to behavioural change
- Support innovation and sustainable solutions

2.4 Our Structure

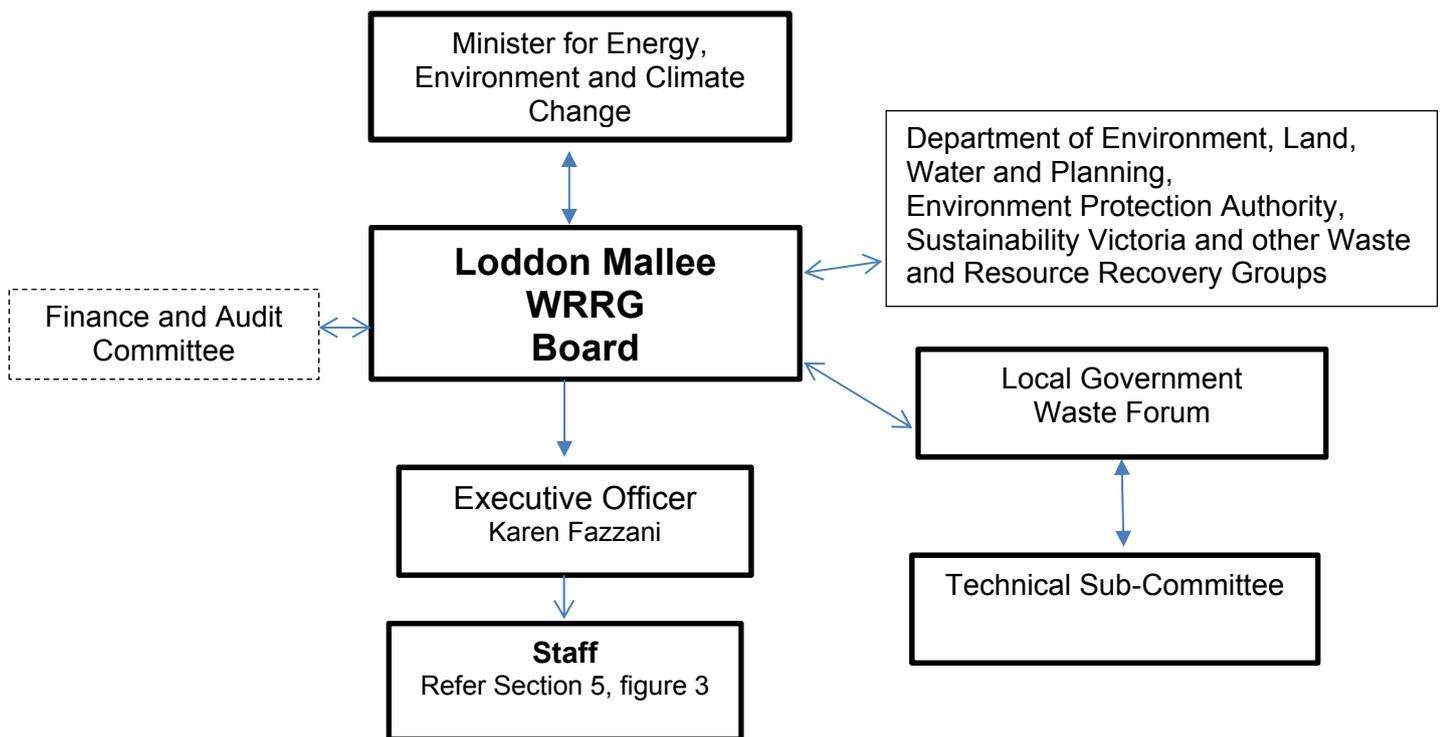


Figure 2: Loddon Mallee WRRG Structure

3. Policy Context

3.1 Nature of Loddon Mallee WRRG (Establishment)

Loddon Mallee WRRG is a statutory authority established under section 49C of the *Environment Protection Act 1970* (the *EP Act*) that -

- is a body corporate with perpetual succession;
- has a common seal;
- may sue and be sued in its corporate name;
- is capable of acquiring, holding and disposing of personal property;
- may take land on lease and grant sub-leases of leased land; and
- subject to this Act, may do and suffer all acts and things that a body corporate may by law do and suffer.

3.1.1 Objectives of the Loddon Mallee WRRG

In accordance with section 49G of the EP Act, the objectives of the Loddon Mallee WRRG are –

- (a) to undertake waste and resource recovery infrastructure planning to meet the future needs of its waste and resource recovery region while minimising the environmental and public health impacts of waste and resource recovery infrastructure;
- (b) to facilitate efficient procurement of waste and resource recovery infrastructure and services for its waste and resource recovery region through the collective procurement of waste management facilities and waste and resource recovery services in the region;
- (c) to integrate regional and local knowledge into State-wide waste and resource recovery market development strategies;
- (d) to educate businesses and communities within its waste and resource recovery region to reduce waste going to landfill by using waste and resource recovery infrastructure and services efficiently; and
- (e) to ensure Regional Waste and Resource Recovery Implementation Plans (RWRRIP) and programs are informed by local government, business and community and inform State-wide waste and resource recovery planning and programs.

The RWRRIP forms part of Division 2AB of the Waste and Resource Recovery Infrastructure Planning Framework. In seeking to achieve its objectives, a WRRG must collaborate with councils, Sustainability Victoria (SV), the Environment Protection Authority (EPA), industry, business and the community.

3.1.2 Function of Loddon Mallee WRRG

In accordance with section 49H of the EP Act, the functions of the Loddon Mallee WRRG are –

- (a) to plan for the future needs of waste and resource recovery infrastructure within the Loddon Mallee waste and resource recovery region consistently with the State-Wide Waste and Resource Recovery Infrastructure Plan (SWRRIP);
- (b) to facilitate the provision of waste and resource recovery infrastructure and services by councils within its waste and resource recovery region;
- (c) to facilitate the development of contracts for the joint procurement of waste management facilities and waste and resource recovery services within its waste and resource recovery region;
- (d) to manage contracts in the performance of its objectives and functions;
- (e) to work with Sustainability Victoria, councils, businesses and communities to ensure State-wide waste and resource recovery education programs are adapted to the needs of its waste and resource recovery region and to facilitate the delivery of those education programs;
- (f) to advise, with Sustainability Victoria, councils and businesses within its waste and resource recovery region on best practices for waste and resource recovery systems, facilities and services;
- (g) to support its waste and resource recovery region's Local Government Waste Forum to enable the Waste Forum to perform its functions;
- (h) to undertake waste and resource recovery projects as funded by government, councils and other organisations.

The functions of the Loddon Mallee WRRG align with part of Division 2AB of the Waste and Resource Recovery Infrastructure Planning Framework.

3.1.3 Minister's Statement of Expectations

Loddon Mallee WRRG operates under a Board of Director as appointed by the Minister for Energy, Environment and Climate Change (the Minister). The responsible Minister for the reporting period was the Hon. Lily D'Ambrosio MP.

We are responsible for delivering on the Minister's Statement of Expectations (SoE) as an entity accountable to the Minister. The SoE sets out the governance standards and priorities we are expected to apply in the performance of our role and obligations.

The Minister will be provided with the Loddon Mallee WRRG's Annual Report and Business Plan. Any deviation to the Loddon Mallee WRRG Annual Report and Business Plan will be made at the request of the Minister.

The Chair will ensure to brief and inform the Minister of local and regional issues, as required.

Key deliverables include:

- Implementation of the Loddon Mallee Waste and Resource Recovery Implementation Plan priority actions
- Implementation of the Regional Organics Strategy.
- Facilitation of joint procurement of infrastructure and services in partnership with local governments.
- Supporting local government funded programs that align with Loddon Mallee WRRG priorities.
- Working with Sustainability Victoria to provide regionally specific input into programs.
- Timely and accurate Annual Report and Business Plan developed and approved within specified timelines.
- Providing best-practice advice on waste and resource recovery management, services and facilities.

3.1.4 Powers of Loddon Mallee WRRG

In accordance with section 49I of the EP Act, Loddon Mallee WRRG has the power to do all things that are necessary or convenient to enable it to carry out its functions and achieve its objective.

Loddon Mallee WRRG cannot however, own or operate a waste management facility; apply for or hold a planning permit; or enter into contracts for the procurement of waste management facilities or waste and resource recovery services, unless the contract is jointly entered into with a procurer under that contract.

3.2 Legislative and Policy Framework

Waste and Resource Recovery Infrastructure planning

The EP Act was amended in 2014 to stipulate a new waste and resource recovery planning framework for Victoria. The EP Act describes the structure and purpose of this new planning framework and requires that state agencies within the environment portfolio plan facilitate strategic plan for managing not only MSW, but also for C&D and C&I waste.

This planning framework sets the scene for a coordinated state-wide approach to waste management and resource recovery infrastructure planning, which is supported by regional and local input and implementation. The development of the SWRRIP and RWRRIPs will ensure improved information for public and private investment in waste and resource recovery infrastructure and provide certainty to industry regarding government objectives and priorities.

RWRRIP and SWRRIP

The WRRGs have a legislative responsibility to develop a RWRRIP. The RWRRIP forms part of Division 2AB of the Waste and Resource Recovery Infrastructure Planning Framework. According to the EP Act, the objective of the:

- RWRRIPs is to set out how the waste and resource recovery infrastructure needs of a waste and resource recovery region will be met over at least a 10 year period.
- SWRRIP is to provide strategic direction for the management of the waste and resource recovery infrastructure in Victoria for a period of 30 years.

The final RWRRIPs were gazetted on 29 June 2017 and were released by the Minister on 6 July 2017.

4. Waste Streams in the Loddon Mallee Region

The Loddon Mallee WRRG has collected data on waste and resource recovery in the region, focussing initially on municipal kerbside collections and major facilities such as landfills and transfer stations. This data set does not cover all waste streams, all generators and all destinations for materials, nevertheless, it is the most robust and easily obtained data available.

It is estimated that there is a considerable amount of material (waste) from C&I and C&D sectors that is reused, sold or exchanged. This waste is therefore not recorded in the conventional data systems (municipal collections and transfer stations) and does not eventuate in landfills.

4.1 Waste Generation

Table 2 provides a summary of the region's performance in relation to generated Municipal solid waste recorded at landfill and resource recovery facilities such as transfer stations.

Table 2: Trend in the Rate of Municipal Solid Waste Generation

	Base year	Last Year's Data	This Year's Data
	2014-2015	2016-2017	2017-2018
Loddon Mallee WRRG (tonnes)*	98,095	97,368	108,194
Loddon Mallee WRRG population	268,553	274,590	277,861
Generation rate per person	365kg	355kg	389kg

(*) Total Waste Generation = Garbage + Recycles Collected + Garden Organics Collected
Please note: These figures include amounts of green organics and recyclables collected at drop-off points from municipal sources.

Table 3 and 4 provides a summary of the region's performance in relation to generated solid waste from C&I and C&D sectors, as recorded at landfills and transfer stations. It does not include waste generated and resources recovered outside of these facilities, i.e. reused, sold or exchanged via other channels.

There is no consistent data on the separation of waste to landfill recovered quantities in the region (at the time of this report). The increases in the 2017-2018 year tonnes in Table 3 and 4 in comparison to previous periods can be explained by councils being able to provide more accurate data.

Table 3: Commercial and Industrial Waste Generation

Commercial and Industrial				
	2014-2015	2015-2016	2016-2017	2017-2018
Loddon Mallee WRRG tonnes	26,130	27,806	26,012	43,435
Loddon Mallee WRRG population	268,553	272,631	274,590	277,861
Generation rate per person	97kg	102kg	94.73kg	156.32kg

*Please note data depicts commercial and industrial waste received at landfills and transfer stations.

Table 4: Construction and Demolition Generation

Construction and Demolition				
	2014-2015	2015-2016	2016-2017	2017-2018
Loddon Mallee WRRG tonnes	4,439	3,474	4,152	11,984
Loddon Mallee WRRG population	268,553	272,631	274,590	277,861
Generation rate per person	17kg	13kg	15kg	43kg

*Please note data depicts construction and demolition materials received at landfills and transfer stations.

4.2 Municipal Recovery Rate from kerbside collections

Table 5 provides a summary of the region's performance in relation to MSW resource recovery rate. This is a limited data set which does not include all recovery for the region but provides the best picture of data available at this time.

Table 5: Municipal Kerbside Collection Totals (including drop-offs)

Waste Type	Loddon Mallee Region			
	Total tonnes 2014-2015	Total tonnes 2015-2016	Total tonnes 2016-2017	Total tonnes 2017-2018
A = Garbage to landfill	60,910	61,795	58,337	58,508
B = Recyclables collected	26,309	29,136	28,884	27,556
C = Garden organics collected	10,877	11,647	10,147	22,509
Total kerbside collected (A+B+C)	98,095	102,578	97,368	108,194

**Please note: These figures include amounts of green organics and recyclables collected at drop-off points from municipal sources.*

4.3 Solid Waste Generation and Resource Recovery Targets

Using data from the above Table 5, Table 6 presents the stretch targets for the Loddon Mallee region, in particular to reduce per capita material waste disposed to landfill through municipal collections only and drop-off facilities.

A target of 25% reduction in waste to landfill has been set in the Loddon Mallee to achieve 170kg per person by 2021-22.

Table 6: Waste to Landfill and Kerbside Diversion Targets

	Base Year	Actual	Actual	Actual	Target	Target	Target	Target
	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
A = Municipal Waste to landfill (kg)	60,910,000	61,795,000	58,337,000	58,508,000	51,560,000	51,772,000	50,284,000	45,682,500
Municipal Waste (kg)/population	227kg	231kg	212kg	211kg	186kg	182kg	175kg	170kg
B&C = Municipal Recyclables and organics collected (kg)*	37,186,000	40,783,000	39,031,000	50,065,000	43,200,000	46,000,000	48,500,000	45,682,500
Kerbside Diversion Rate¹	38%	40%	40%	46%	46%	47%	49%	50%

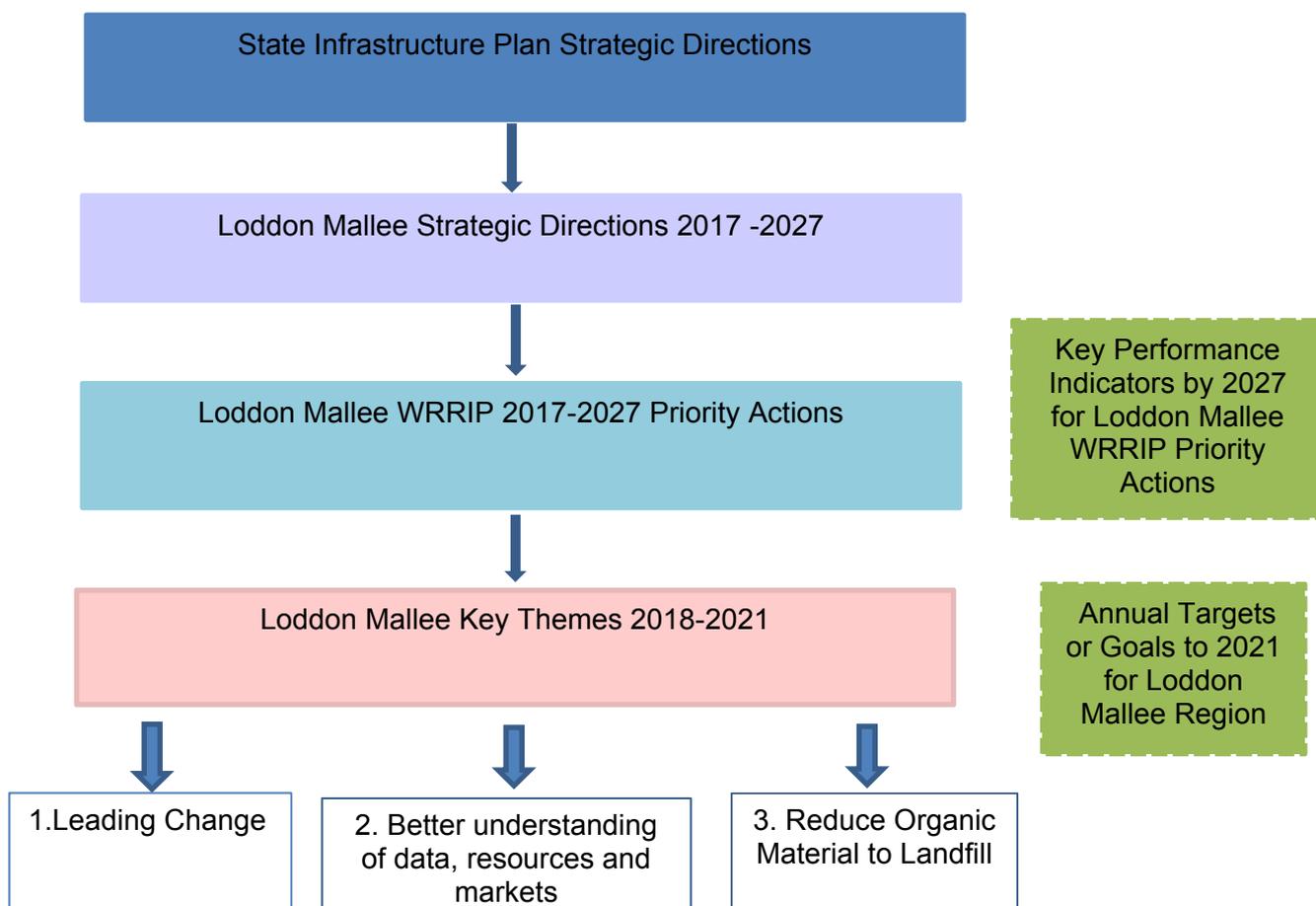
**Please note: These figures include amounts of waste, green organics and recyclables collected at drop-off points from municipal sources. Please note: The Kerbside diversion rate for 2014-15 differs from the SV reported diversion rate due to local knowledge on drop-off material recycling rates.*

¹ Kerbside diversion rate = $\frac{(B + C)}{(A+B+C)} \times 100\%$

A target of 50% kerbside recovery rate has been set for 2021-2022.

5. Strategies and Actions

The Loddon Mallee WRRG's strategies and actions align with the strategic directions of the State Infrastructure Plan. Loddon Mallee's regional strategic directions and priority actions of the Loddon Mallee WRIPP are outlined below.



5.1 State Infrastructure Plan Strategic Directions

1. To maximise the diversion of recoverable materials from landfills.
2. To support increased resource recovery.
3. To achieve quantities for reprocessing.
4. To manage waste and material streams.
5. To maximise economic outcomes, provide cost effective service delivery and reduce community, environment and public health impact.
6. To facilitate a cost effective state-wide network of waste and resource recovery infrastructure.

5.2 Loddon Mallee Regional Strategic Directions

1. Educate the community to reduce waste generation per capita.
2. Enable beneficial use of organics.
3. Increase reuse and resource recovery rates across the region.
4. Encourage and support innovation and research in order to develop new waste management solutions and markets.

5.3 Loddon Mallee Waste and Resource Recovery Group - Strategic Plan 2019-2022 (including WRRIP 2016-26)

VISION	PURPOSE	PRINCIPLES	CRITICAL SUCCESS FACTORS BY JUNE 2022
Our region is a recognised leader in shifting to a more circular economy	Building partnerships between State and local government, business and community to educate, influence and enable a more circular economy.	<ul style="list-style-type: none"> Shifting to a more circular economy is the priority in all we do <ul style="list-style-type: none"> Collaboration is essential Waste is repositioned as a resource Prioritisation of activities with the most impact Education is the key to behaviour change Support innovative and sustainable solutions 	<p><i>Lift kerbside diversion rate to 50%.</i></p> <p><i>From all sources in region - 25% reduction in average waste to 170 kg /capita to landfill by 2022 from 2015 baseline</i></p>

OUR THEMES

LEADING CHANGE		IMPROVE KNOWLEDGE OF DATA, RESOURCES AND MARKETS		REDUCE ORGANICS TO LANDFILL <i>By 2025 a vision of Zero Organics to Landfill</i>	
OBJECTIVE	KPI	OBJECTIVE	KPI	OBJECTIVE	KPI
<p>Educate the community to change behaviours and practice</p> <p>Influence and connect councils and stakeholders</p> <p>Influence federal and state government to lead resource recovery for a circular economy</p> <p>Be the go-to organisation for resource recovery assistance and resources</p> <p><i>To lead and support key stakeholders to best manage infrastructure in a changing environment</i></p>	<p><i>A minimum 30% of participants of Loddon Mallee WRRG sponsored projects adopt changes that reduce waste and improve productivity</i></p> <p><i>8 x Councils enter new joint procurement agreements</i></p> <p><i>Delivery and implementation of minimum 50% of change initiatives to reduce waste to landfill</i></p> <p><i>5 x best practice licenced landfills and transfer stations</i></p>	<p>Develop access to end markets for waste as a resource in a circular economy</p> <p>Enable accurate, consistent and timely data for best practice decision making</p> <p>Access state and federal government to fund data capture.</p> <p>Avoid duplication of data entry</p>	<p><i>Annual report on how active regional database is utilised to identify material and product recovery activities</i></p> <p><i>Facilitate a minimum of 5 regional solutions per annum that reuse/reprocess materials and products currently going to landfill</i></p> <p><i>Demonstrate that partnerships activity regarding data capture is improving</i></p>	<p>Reduce food waste</p> <p>Maximise diversion of organics from households</p> <p>Maximise diversion of organics from industry, business and institutions</p> <p>Provide the region with access to organics reprocessing/recycling facilities</p> <p>Increase demand for recycled organic products</p>	<p><i>Demonstrated progress towards target of Zero Organics to Landfill by 2025.</i></p>

The Loddon Mallee WRRG will deliver its RWRRIP priority actions over the next 3 years.

Internal resources available to implement the Loddon Mallee WRRG Business Plan are provided below in Figure 3.

Figure 3 Loddon Mallee WRRG Staffing Structure

Executive Officer (EO) 1 FTE located in Wedderburn
Program Director (PD) 0.8 FTE located in Mildura
Market Development Manager (MDM) 1 FTE located in Bendigo
Project Officer (PO) 1 FTE located in Bendigo
Project Officer (PO) 0.6 FTE located in Mildura
Communications and Project Officer (CO) 0.6 FTE located in Wedderburn
ResourceSmart Coordinator (RSC) 0.6 FTE located in Wycheproof
ResourceSmart Facilitator (RSF) 0.6 FTE located in Wedderburn
Administrative Officer (AO) 0.6 FTE located in Wedderburn
Total FTE 6.8

5.4 Theme: Leading Change

Loddon Mallee WRRG will enable the development and management of relationships and partnerships, build capacity and facilitate change in waste and resource recovery activities.

Loddon Mallee WRRG will provide leadership through facilitating local government, key stakeholders, business and industry activities in implementing the WRRIP and educating the community. The Loddon Mallee WRRG will support councils and the waste and resource recovery industry to improve the operation and management of waste and resource recovery infrastructure and build regional capacity.

Table 1: Theme: Leading Change

Strategic Objectives							
Educate the community to change behaviours and practice.							
Influence and connect councils and stakeholders.							
Influence federal and state government to lead resource recovery for a circular economy.							
Be the go-to organisation for resource recovery assistance and resources.							
To lead and support key stakeholders to best manage infrastructure in a changing environment.							
Alignment	Strategies	Actions	Responsibility	2019-20	2020-21	2021-22	Key Performance Indicator
WRIPP Priority Actions # 1,2,3,5 Minister's Statement of Expectation # 1,2,3,4,5,6	1. Developing partnerships and collaborative activities that reduce waste through innovation.	• Facilitate a joint procurement process for councils for kerbside collection and associated services.	EO, MDM				A minimum of 30% of participants of Loddon Mallee WRRG sponsored projects adopt changes that reduced waste and improved productivity. Delivery and implementation of a minimum 50% of change initiatives reduce waste to landfill.
		• Provide support to enable priority materials to be collected through collaborative arrangements (mattresses, e-waste, tyres and organics) as per Regional Procurement Strategy recommendations.	MDM				
	2. Protecting current and future Waste and Resource Recovery facility buffers.	• Implement WRRIP Statutory and Strategic Planning Project recommendations to protect buffers of current and future waste and resource recovery facilities. • Implement Local Government Support Program	PD PD				

<p>3. Facilitating EPA and duty holders to take a risk-based approach to the management of closed landfills.</p>	<ul style="list-style-type: none"> Facilitate the prioritisation of closed landfills through the closed landfill risk assessment tool. 	<p>PD</p>				<p>5 x best practice licenced landfills and transfer stations.</p>
<p>4. Engaging with key stakeholders and educating the community about reducing, reusing, recycling materials and the circular economy.</p>	<ul style="list-style-type: none"> Deliver education campaigns around recycling and diverting materials from landfill. Deliver Kerbside Pride Business program. Deliver ResourceSmart and Kerbside Pride schools program. Implement and facilitate applicable actions from the Victorian Waste Education Strategy. Develop Regional Litter Plan. 	<p>EO, PO, CO, RSC, RSF</p>				<p>8 x Councils enter joint procurement agreements.</p>
<p>5. Establishing networks and forums to facilitate innovation, investment and partnerships.</p>	<ul style="list-style-type: none"> Host annual industry network events showcasing innovation and new resource recovery projects. Conclude, evaluate and share the outcomes of the Loddon Mallee Fund. Provide capacity building initiatives for stakeholders Implementation of Communications and Engagement Strategy Develop Board Stakeholder Engagement Plan 	<p>EO, PD, PO, MDM, CO, RSC</p>				
<p>6. Supporting councils and waste and resource recovery industry to improve the operation and management of waste and resource recovery infrastructure.</p>	<ul style="list-style-type: none"> Provide and facilitate technical expertise and informed decision making. Assist with funding applications. Provide support for infrastructure upgrades, e.g. e-waste, transfer stations. Assist Councils to align targets with LMWRRG Business Plan targets Contingency planning undertaken. 	<p>EO, PD</p>				

	<p>7. Providing secretariat support to the Loddon Mallee Local Government Waste Forum and Technical Advisory Reference Group and aligning them with WRIPP outcomes</p>	<ul style="list-style-type: none"> • Meeting Agendas • Meeting Minutes • Action Plans • Support Activities 	PD				
	<p>8. Monitoring and program efficiencies of business operations</p>	<ul style="list-style-type: none"> • Report to the Board on programs 	EO				

5.5 Theme: Improve Knowledge of Data, Resources and Markets

Enable planned approach to knowledge and data measurement.

A focus of the better understanding of data, resources and markets program is to achieve a step change in material efficiency and recovery in the region for improved productivity, jobs and environmental benefit by informing and encouraging the development of reuse and reprocessing of materials and markets in the region. A solid database and understanding of regional needs in relation to waste, resources and markets will be reliant on data from local government, business and industry.

Table 2: Theme: Improve Knowledge of Data, Resources and Markets

Strategic Objectives							
Develop access to end markets for waste as a resource in a circular economy. Enable accurate, consistent and timely data for best practice decision making. Access state and federal government to fund data capture. Avoid duplication of data entry.							
Alignment	Strategies	Actions	Responsibility	2019-20	2020-21	2021-22	Key Performance Indicator
WRIPP Priority Actions # 1,2,3,4,5	1. Enhance data integrity through standard data collection system.	Support state-wide data collection program. Collect standardised data from Councils. Encourage standard data collection across the region.	PD				Annual report on how regional database is active in identifying material and product recovery activities.
		Implement Commercial and Industrial and Construction and Demolition solid waste identification and data collection project recommendations.	PD, MDM				Facilitate a minimum of 5 regional solutions per annum that reuse/reprocess materials and products currently going to landfill.
Minister's Statement of Expectation # 1,3,4,6	2. Improve data and knowledge of commercial, business and industry sectors.	Provide market development support to	MDM				Demonstrate partnerships working

		business and industry to increase resource recovery.					towards improving efficient, timely and useful data capture.
	3. Market assessment of material streams for reusing and reprocessing.	Undertake market assessment of streams for reusing and reprocessing.	MDM				
	4. Identify cross border opportunities with other WRRGS.	Work with other WRRGs to identify cross border opportunities for waste and resource recovery.	EO, PD				

5.6 Theme: Reduce Organic Material to Landfill

Facilitate solutions to divert organic materials from landfill for beneficial use.

Working with local government, business, industry and the community the Loddon Mallee WRRG will identify organic material volumes and solutions to divert this resource from landfill.

Table 3: Theme: Reduce Organic Material to Landfill

Strategic Objective Reduce food waste. Maximise diversion of organics from households. Maximise diversion of organics from industry, business and institutions. Provide the region with access to organics reprocessing / recycling facilities. Increase demand for recycled organic products.							
Alignment	Strategies	Actions	Responsibility	2019-20	2020-21	2021-22	Key Performance Indicator
WRIPP Priority Actions # 1,2 Minister's Statement of Expectation # 1,2,3,4,6	1. Initiate regional organics strategy to increase knowledge of organic material in the region.	Implement Regional Organics Strategy. Seek funding support to implement.	MDM, EO, PD, PO, CO				<i>Demonstrated progress towards target of Zero Organics to Landfill.</i>
	2. Facilitate collaborative procurement for organics/food and organics collections.	Work with Councils and key stakeholders to initiate arrangements for efficient projects for maximum diversion of organics/food and organics.	EO, MDM				
	3. Educate the community and businesses on decreasing food waste.	Raise awareness through events, networks and education campaigns.	PD, PO, MDM, CO				

6. Abbreviations

ABS	Australian Bureau of Statistics
BP	Best Practice
C&D	Construction and Demolition
C&I	Commercial and Industrial
CO	Communications and Project Officer
DELWP	Department of Environment, Land, Water and Planning
EO	Executive Officer
EOI	Expression of Interest
EP	Environment Protection
FMCF	Financial Management Compliance Framework
LG	Local Government
LMF	Loddon Mallee Fund
Loddon Mallee WRRG	Loddon Mallee Waste and Resource Recovery Group
MDM	Market Development Manager
MRCC	Mildura Rural City Council
MRF	Materials Recovery Facility
MSW	Municipal Solid Waste
PD	Program Director
PO	Project Officer
RRC/Ts	Resource Recovery Centre/Transfer Station
RSC	ResourceSmart Coordinator
RSF	ResourceSmart Facilitator
RWVG	Regional Waste Management Group
SWRRIP	State-wide Waste and Resource Recovery Infrastructure Plan
ToR	Terms of Reference
Working Group	Waste and Resource Recovery Implementation Plan Working Group
W&RR	Waste and Resource Recovery
WRRG	Waste and Resource Recovery Group
WRRIP	Waste and Resource Recovery Implementation Plan

Appendix 1 – Loddon Mallee WRRG Financial Statements

Loddon Mallee WRRG				
Profit and Loss Statement for the financial year ended 30 June				
	<i>2018-19 Budget (\$'000)</i>	<i>2019-20 Budget (\$'000)</i>	<i>2020-21 Budget (\$'000)</i>	<i>2021-22 Budget (\$'000)</i>
Income from transactions				
Landfill levy revenue	\$921	\$946	\$956	\$977
Local Government Program	\$50	\$50	\$50	\$50
ResourceSmart Funding	\$158	\$174	\$0	\$0
Interest	\$9	\$8	\$9	\$9
Other income	\$0	\$26	\$0	\$0
Total income from transactions	\$1,138	\$1,204	\$1,015	\$1,036
Expenses				
Employee Expenses				
Salaries, wages and leave provisions	\$681	\$715	*\$617	\$640
Superannuation – Employer	\$64	\$73	\$64	\$66
Payroll Tax	\$8	\$7	\$7	\$8
Staff related expenses – Non-Labour	\$9	\$10	\$11	\$10
Professional Development	\$17	\$16	\$16	\$16
Lease				
Operating Leases/Occupancy Cost/Vehicle	\$38	\$32	\$33	\$34
Operations				
Office Supplies and Consumables	\$16	\$14.5	\$18	\$17
Website/Waste App maintenance	\$6	\$7	\$8	\$8
Marketing and Media	\$3	\$10	4	7
Governance				
Audit Committee	\$2	\$2	\$2	\$2
Board Meetings	\$50	\$57	\$54	\$55
Directors Professional Development	\$3	\$4	\$4	\$4
Local Government Waste Forum	\$4	\$4	\$4	\$4
Project/Programs				
Local Government Program Expenses	\$50	\$50	\$50	\$50
Project Expenditure	\$174	\$221	\$33	\$30
Fees				
Audit Fees (internal and external)	\$33	\$25	\$26	\$27
Bank Fees	\$0.5	\$0.5	\$0.5	\$0.5
Insurance				
Business Insurance	\$8	\$8	\$8	\$8
Workers Compensation Insurance	\$2	\$3	\$3	\$3
Utilities				
Membership	\$6	\$9	\$9	\$9
Fuel	\$8	\$8	\$8	\$10
Telephone and internet	\$11	\$11	\$11	\$12
Total expenses from transactions	\$1,194	\$1,287	\$990	\$1,014
Surplus-(deficit) before depreciation	(\$56)	(\$83)	\$25	\$22

Depreciation	\$20	\$15	\$17	\$18
Net result	(\$76)	(\$98)	\$8	\$4

Net result reflects carry forward projects have been funded from revenue recognised in prior years and carried forward

2018/2019 Project Expenses \$174,112 reflects the carried forward projects and use of reserves as indicated above compared to 2019/2020 Project Expenses \$205,000.

2019/2020 Project Expenses \$205,000 reflects the carried forward projects and use of reserves as indicated above compared to 2020/2021 Project Expenses \$35,000.

*Staff wages fluctuation due to anticipated ResourceSmart Coordinator project ceasing on 30/06/2020.

The LMWRRG is working collaboratively with other WRRGs through the Shared Services agreement and has in place arrangements for staff to be co-located within Council offices to contain operating expenditure and achieve operating efficiencies.

Loddon Mallee WRRG Balance Sheets as at 30 June				
	<i>2018-19 Actual (\$'000)</i>	<i>2019-20 Budget (\$'000)</i>	<i>2020-21 Forecast (\$'000)</i>	<i>2021-22 Forecast (\$'000)</i>
Assets				
Financial assets				
Cash and deposits	\$534	\$427	\$440	\$517
Receivables	\$275	\$234	\$241	\$246
Prepayments	\$9	\$1	\$1	\$1
Total financial assets	\$819	\$662	\$682	\$764
Non-financial assets				
Property, plant and equipment	\$4	\$58	\$53	\$45
Motor Vehicles	\$101	\$83	\$72	\$53
Provisions	\$0	\$0	\$0	\$0
Total Non-Financial Assets	\$105	\$141	\$125	\$98
Total Assets	\$924	\$803	\$807	\$862
Current Liabilities				
Payables	\$67	\$50	\$60	\$55
Borrowings	\$19	\$18	\$18	\$18
Provisions	\$111	\$99	\$110	\$116
Other liabilities	\$0	0	0	0
Non-Current Liabilities				
Accrued Long Service Leave	\$20	\$10	\$13	\$17
Other Liabilities	\$79	\$97	\$69	\$115
Total Liabilities	\$296	\$274	\$270	\$321
Net Assets	\$627	\$529	\$537	\$541
Equity				
Accumulated surplus/(deficit)	\$426	\$328	\$336	\$340
Contributed capital	\$201	\$201	\$201	\$201

LODDON MALLEE WRRG - BUDGET				
INCOME	2018/19	2019/20	2020/21	2021/22
CORE FUNDING	Budget	Budget	Budget	Budget
Landfill Levy	\$921,070	\$946,417	\$956,414	\$976,563
Bank Interest	\$9,000	\$8,500	\$8,700	\$8,800
TOTAL CORE FUNDING	\$930,070	\$947,471	\$965,114	\$985,363
Local Government contribution to projects	\$50,000	\$50,000	\$50,000	\$50,000
ResourceSmart	\$157,703	\$174,080		
Other		\$25,500		
TOTAL PROGRAM FUNDING	\$207,703	\$249,580	\$50,000	\$50,000
TOTAL INCOME	\$1,137,773	\$1,204,497	\$1,015,114	\$1,035,363
EXPENDITURE				
Employment	12 months	12 months	12 months	12 months
Staff Wages	\$677,836	\$715,057	\$616,778	\$640,325
Superannuation/Oncosts/Workcover	\$79,370	\$83,266	\$73,958	\$78,171
Training & Conferences	\$20,000	\$16,000	\$16,000	\$16,000
Office Lease & Outgoings	\$14,750	\$16,000	\$16,000	\$14,750
Phones & Internet & Waste App	\$16,500	\$18,800	\$20,500	\$17,500
Office Equipment & Maintenance	\$2,500	\$3,100	\$3,100	\$3,100
Stationery & Postage	\$6,500	\$3,600	\$4,000	\$4,200
Meeting, Travel and Accommodation Costs	\$9,000	\$10,000	\$10,000	\$10,000
Subscriptions and memberships	\$6,050	\$9,000	\$9,100	\$9,200
Insurance (pub liability, contents)	\$8,000	\$8,100	\$8,200	\$8,300
Directors Allowances, Expenses & Travel	\$50,450	\$53,192	\$54,000	\$54,500
Directors Professional Development		\$4,000	\$4,000	\$4,000
Forum Allowances, Expenses & Travel	\$4,000	\$4,000	\$4,000	\$4,050
Audit Committee	\$1,500	\$1,500	\$1,500	\$1,500
General Advertising and Miscellaneous	\$6,200	\$13,300	\$6,465	\$6,550
Vehicle Maintenance, Operations& Lease	\$34,000	\$32,000	\$33,000	\$33,600
Audits	\$33,000	\$25,000	\$26,000	\$27,000
Bank Fees and Charges	\$480	\$500	\$530	\$550
Depreciation	\$20,000	\$15,000	\$17,000	\$18,000
TOTAL CORE EXPENSES	\$990,136	\$1,031,415	\$924,141	\$951,296
PROGRAM EXPENSES				
E-Waste Collateral		\$25,500		
Loddon Mallee WRRG Projects	\$50,000	\$35,000	\$33,000	\$30,000
ResourceSmart	\$42,912	\$44,980		
Education projects	\$50,000	\$50,000	\$50,000	\$50,000
Carried forward projects	\$81,200	\$140,000		
TOTAL PROGRAM EXPENDITURE	\$224,112	\$271,412	\$83,000	\$80,000
TOTAL EXPENDITURE	\$1,214,248	\$1,302,827	\$1,007,141	\$1,031,296
TOTAL NET SURPLUS / - DEFICIT	-\$76,475	-\$95,820	\$7,973	\$4,067

Deficit funded from reserves